

20 January 1971

1. I have attached certain pages of our schedule on which I have made notations next to certain lectures which I felt for various reasons were uninformative, a rehash of previous lectures or handouts, should have been optional for the trainees or poor presentations. (Attachment A)

25X1A2g 2. Also attached as Attachment B are several pages from our schedule with notations next to lectures which I considered informative or having been good presentations. As a general statement, I think that all phases of technical instruction by the [REDACTED] staff (photography, sketching, commo, audio) were excellent. The only exception to this is that possibly too much time was allotted to learning how to operate a tape recorder.

3. Attachment A also contains notations next to lectures to which I felt too much time was allotted.

25X1A14a 4. As also indicated on Attachment A there were several presentations which I feel should be eliminated. A few seemed to dwell on one's using his common sense [REDACTED] and several were simply a rephrasing of the handout which accompanied the lectures. These are noted on Attachment A. 25X1A

5. The only presentation which I felt was too brief was the one on the Case. We never did find out how we think [REDACTED]

25X1A9a 6. It can't. All of the technical instructors put across their material in a minimum amount of time in a very clear, simplified manner. I found it amazing that [REDACTED] could explain photography in one afternoon and make everything clear to me, after having taken a one week tutorial course in it from the Agency in 1965 - after which I felt I learned virtually nothing. 25X1A

7. Exercises.

25X1A2g [REDACTED] I particularly enjoyed this exercise as I had spent one year overseas as the [REDACTED] who, like [REDACTED], was unhappy in his situation and had several gripes with the COS. For me, this was a particularly realistic exercise. Also, because I did not know my I/A previous to the exercise and because he was so good at his role playing, it was easy for me to stay within the context of the problem.

25X1A2g [REDACTED] I did not enjoy the [REDACTED] aspects of this exercise but do understand the necessity for it. The [REDACTED] aspects were good, although the briefings were unclear as to what type of a [REDACTED] was to be made and, therefore, caused our team to miss the point of the exercise.

25X1A2g [REDACTED] I did not participate in this exercise as I seemed to spend each weekend in a different location and, therefore, had no time to follow-up on any particular person. Even had I spent the weekends in one area, I doubt that

I would have considered the exercise to have much value. I readily accept the necessity for and opportunity for [REDACTED] overseas, but do not see how it can be realistically applied to BOC weekends.

25X1A

In spite of the fact that most of us dislike superficial [REDACTED] this is a fact of life overseas and, therefore, I feel that the objectives of these exercise are worthwhile. However, I feel it would be more realistic if the exercise were run earlier in the course before the students had a chance to become too familiar with the instructors. Also, the instructors over wives' weekend so as to give the students' wives a taste of what will be expected of them overseas. Also, if the exercise is run earlier in the course I feel that there should be at least a second [REDACTED] held with different [REDACTED] assigned each student.

I definitely feel that this exercise should be incorporated into future runnings of this course. However, it would be more beneficial if the instructors had a better reading of the exercise so that at least during the first phase, they could be of more help to the students.

I believe that all of these exercise, or at least modified versions of them, should remain in the training course. However, either the teams assigned to [REDACTED] should be reduced to three-man teams, or the exercise should be geared up to allow more personal meetings and permit more work for the team members. As this exercise ran, there was not enough work to carry a [REDACTED] team.

8. I feel that more exercises should be run during the course so that the students are allowed more personal meetings with more instructors. Since part of the name of the game is personalities, I feel that the more personalities that we can be exposed to, the better. However, to keep the written work and the reading work down for the students and instructors, the additional personal meeting exercises should not include additional work but should consist of only an oral debriefing to the student's OOA

9. With a couple of exceptions, in my opinion, the critiques did not live up to my expectations. I felt that the CG's did not go into enough depth nor were frank enough in their critiques.

10. In regard to no. 8 above, along with increasing the number of personal meetings, I think consideration should be given to decreasing the number of guest lecturers. I realize that many of them are unknown quantities in as far as the effectiveness of the presentations are concerned; and, perhaps, for this reason alone consideration should be given to reducing the number of lecturers. No matter how interesting the subject matter may be, the interest of the student is lost if the subject is not presented in an effective manner.